ADMINISTRATIVE-INTERNAL USE ONLY

TAB A

AFFINITY GROUP: Geography/Cartography

Family	Agency Occup. Code
Geographer-Cartography	0150.02
Intel Officer - Cartography	0150.03
Intel Officer - Geography	0150.04
Cartographer	1370.01
Photogrammetric Analyst	1370.02
Photogrammetric Technician	1370.04
Cartographic Technician	1371.01

QAB Specialization Fields	QAB Specilization Codes
Geography	JP∅∅-JP68
Geography, General	JP∅∅
Desert Geography	JP∅4
Economic Geography	JP∅6
Military Geography	JP1∅
Physical Geography	JP12
Tropical Geography	JP18
Urban Geography	JP20
Latin American Geography	JP22
Mid East Geography etc.	JP28
Western Hemisphere Geography etc.	JP68
Cartography, General	JV∅∅
Cadastral Surveying	JV∅2
Hydrography	JV12
Photomapping	JV18
Topographic Drafting	JV26
Computer mapping etc.	JV31
Cartographic Illustration	JV76

SAMPLE OF ADDITION TO QUALIFICATION CODE TO DESIGNATE AFFINITY GROUP SKILL LEVEL:

----GEOGRAPHY/CARTOGRAPHY AFFINITY GROUP

    ----HIGH
    ----INTERMEDIATE
    ----ACCEPTABLE
    ----UNACCEPTABLE

ADMINISTRATIVE-INTERNAL USE ONLY

TAB B

AFFINITY GROUP: Computer Science

Family	Agency Occup. Code
Computer Science Advisor	1520.03
Computer Systems Administrator	0330.01
Computer Systems Manager	0330.02
Computer Operations Manager	0330.03
Computer Operations Supervisor	0332.01
Computer Operator	0332.02
Peripheral Equip Operator Supvsr.	0332.05
Peripheral Equip Operator	0332.06
Computer Systems Analyst	0334.01
Computer Programmer	0334.02
Computer Specialist	0334.03
Computer Equipment Specialist	0334.04
Computer Systems Analyst-Programmer	0334.05
Systems Programmer	0334.06

QAB Specialization Fields	QAB Specialization Codes
Computer Science	HA20
EDP/ADP Systems	FD20
Systems Analysis/Design	FD22
EDP/ADP Programmer	FD24
EDP/ADP Peripheral Equipment	FD32

SAMPLE OF ADDITION TO QUALIFICATION CODE TO DESIGNATE AFFINITY GROUP SKILL LEVELS:

----COMPUTER SCIENCE AFFINITY GROUP

    ----HIGH
    ----INTERMEDIATE
    ----ACCEPTABLE
    ----UNACCEPTABLE

PROPOSED APPROACHES TO HANDLING 16 DD PERSONNEL AUTHORITIES AND RESPONSIBILITIES

AUTHORITY OR RESPONSIBILITIES	SUGGESTED ACTION APPROACH
1. Develop and disseminate uniform promotion criteria.	1. For Career Services not already operating under uniform criteria for promotion, evaluation, and ranking, each Senior Personnel Resources Board (SPRB) would find it useful to review current career management policies, practices, techniques, procedures, and organizational structure (Boards, Panels) presently being used within the particular Career Service. It would also find it helpful to review a checklist being prepared by OP on elements to consider in establishing a personnel evaluation system. The SPRB could then move to modify the system, as required, either on the basis of reviewing and approving specific proposals for modification originating from each Career System Sub-Group (or panel) or on the basis of policy guidelines developed in ad hoc study teams made up of Sub-Group representatives, or a mixture of both approaches. Whatever system is established should seek to maintain some flexibility so that criteria are established appropriate to the unique characteristics of specific occupational groups.

B

OBJECTIVE NO. 10 "Identify employees with the most and the least potential, through the use

of an appropriate evaluation system, following Agency-wide policy and guidance.

Develop better means of determining the possible use elsewhere in the Agency of

those employees who are judged to have qualifications for continued employment

even though they are considered surplus in a particular Career Service or

component.

APPROACHES	METHODS OF ACCOMPLISHMENT
1. Give priority to the establishment and operation of an appropriate evaluation system in the Directorates.	1. This will be a major responsibility of the SPRB in each Directorate. It is recommended that the initial step be for each SPRB to be briefed on present career management policies, practices, techniques, procedures, and organizational structure within the Directorate. These will form the basis for an interim system. The Boards will then need to acquire a staff capability, perhaps through appointing ad hoc task groups of component officers, to develop for Board approval Directorate-wide guidance on promotion and ranking conforming to Agency-level guidance. The Boards should seek to preserve flexibility of evaluation criteria among sub-panels when the nature of the work is sufficiently diverse between occupational groups as to affect the evaluation criteria deemed appropriate.
2. Develop or expand a career counseling program.	2. Each Sub-Career Service Board should be directed to establish a visible counseling service and to designate the

CMO and specific members of each Board and/or sub-panels
as Career Counselors. Officers so designated should receive
training in counseling techniques. The existence of the
service and the names of the designated officers should be
disseminated to members of the Sub-Career Service Group.

3. Develop better inter-Directorate means of re-
solving surplus, qualified personnel.

3. Qualified individuals surplus to the needs of one
Directorate may be suited to the needs of another. The
SPRB should consider how they might complement the role of
OP in finding useful employment for such individuals within
the Agency.

ADMINISTRATIVE -- INTERNAL USE ONLY

OBJECTIVE NO. 9   "Better relate training to personnel development by giving supervisors the

responsibility for judging the training needs of individual employees."

APPROACHES	METHODS OF ACCOMPLISHMENT
Periodic consideration by supervisors of individual developmental training needs (e.g., supervisory review at time of Fitness Reports and Letters of Instruction pre⌐ ⌐ation.`	In deciding the specific kinds of training most needed to develop individuals under their supervision all supervisors (first line, middle managers and executives) should focus on (a) career service requirements and (b) employee interests and needs rather than deciding upon enrollments as occasions arise. In monitoring training within their Directorates, the Deputies should examine the relevancy of training experiences to the subsequent utilization of employees concerned as required in the PDP.

ADMINISTRATIVE   INTERNAL USE ONLY

OBJECTIVE NO. 8 "Provide for the upward movement of highly-talented employees, even

in components where advancement room is limited."

APPROACHES

Identify "highly-talented employees" through the

PDP.

METHODS OF ACCOMPLISHMENT

The Deputy Directors should instruct boards and panels to

give special attention to young highly-talented employees

identified in the PDP. As long as these personnel live up

to expectations, Deputy Directors should not permit boards

and panels to use rigid time-in-grade requirements to pre-

clude the rapid advancement of these individuals even though

promotion spaces are limited.

As boards and panels monitor the progress of high-potential

employees they should remain abreast of the current skills,

knowledges and other characteristics needed for effectiveness

in key jobs at the senior level.

OBJECTIVE NO. 7 "Insure that systematic personnel development, including rotation of

professionals as practicable, is planned and acted upon."

APPROACHES	METHODS OF ACCOMPLISHMENT
1. Expand PDP to encompass professional personnel below the executive and pre-executive levels.	1. The Director has instructed that PDP needs to be applied in improving the personnel development of professionals generally. Deputy Directors should be prepared to extend the coverage of PDP to all professional and technical personnel, GS-09 and above, who have the potential for further lateral or vertical development.
2. Fully utilize the rotation plans stated in the APP.	2. Deputy Directors should monitor the performance of the components under their jurisdiction in implementing rotation plans in the APP.

ADMINISTRATIVE -- INTERNAL USE **ONLY**

OBJECTIVE NO. 6   "Administer an employee recognition system in the Agency that uniformly

emphasizes individual contributions and outputs directed to the accom-

plishment of Agency and lower-echelon goals."

APPROACHES	METHODS OF ACCOMPLISHMENT
More closely relate employee recognition systems (promotions, challenging assignments, training, QSIs, honc and merit awards, oral and written acknowledge-ment, etc.) to achievement of organizational objectives. Pay special attention to the possibility of increasing opportunities for supplementing monetary benefits with non-tangible rewards in recognizing job achievement	Policy on promotions and the use of QSIs is a major topic of consideration for the SPRB within the context of Agency regulations and policies. With respect to non-monetary recognition, the SPRB could be briefed by OP on the unevenness of past practices and could ask OP to develop proposals for uniform procedures and guidance within the Directorate, which may have needs warranting more detailed consideration than provided by Agency-wide regulations and guidance.

ADMINISTRATIVE   INTERNAL USE ONLY

3. Identify occupational affinity groups in the Agency.

3. The Director of Personnel has been asked to modify the Qualification Record System to facilitate the ready identification of employees having qualifications appropriate to selected occupational affinity groups. By linking qualifications and occupations, it would be possible to enhance both employee mobility and career development with greater assurance of serving the interests of both the employee and management. To aid this effort, each Deputy should be prepared to make available individuals he believes particularly competent to participate in such studies and who would possess the knowledge and experience necessary to determine the qualifications and skills needed to meet various types of requirements.

4. Annually review future component training plans and needs.

4. The Senior Personnel Resources Board could require each component to develop training profiles for their managerial officers and other occupational groups where training relates closely to job performance and employee development. Each Directorate also reviews training-related information in the APP and PDP which would provide a useful basis for discussions with OTR representatives.

OBJECTIVE NO. 3 "Increase the impact and participation of the Deputy Directors in the

personnel planning and policy processes."

APPROACHES	METHODS OF ACCOMPLISHMENT
1. Implement Directorate personnel objectives.	1. The Deputy Directors will determine Directorate-wide objectives and action steps in support of the 10 DCI personnel objectives, and will consider the development of additional personnel objectives for Directorate-wide application.
2. Prepare Directorate-wide personnel guidances, governing the performance of personnel responsibilities and the establishment of career service structures and processes.	2. The Deputy Directors will develop Directorate guidances covering, as appropriate, the 16 personnel authorities and responsibilities designated in the PASG Report and any other personnel areas of concern to them. Priority should be given to the establishment of needed Directorate guidances on employee evaluations, rankings and promotion criteria, and the establishment of evaluation and follow-up systems to keep the Deputies continually informed on the effect and merit of their programs and policies.

OBJECTIVE NO. 4   "Foster open communications in the purpose and operation of important

personnel policies and processes by more frequent use of Agency and

component notices."

APPROACHES	METHODS OF ACCOMPLISHMENT
1. Prepare Agency Notices or Employee Bulletins on major personnel decisions having general applicability including actions of the CIA Management Committee.	1. Important personnel decisions or information about planned actions that generally affect employees should be communicated as openly as possible at the instance of the DCI, the Management Committee, or the Director of Personnel, as appropriate.
2. Provide a mechanism to survey employee views and comments on personnel management in the Agency.	2. The Director of Personnel will recommend guidelines to the Management Committee for the use of employee surveys, whenever appropriate, as an integral part of the Agency personnel system.
3. Improve personnel communications in the Directorates.	3. The SPRB will recommend to their Deputies how the communications system throughout the Directorate can be improved.

ADMINISTRATIVE — INTERNAL USE ONLY

OBJECTIVE NO. 5 "Provide employees with opportunities and satisfactions

commensurate with their individual skills and ability."

APPROACHES	METHODS OF ACCOMPLISHMENT
Accomplish this objective through general improvement in personnel management, as no single action offers a solution. The pursuit of the other objectives has particular applicability.	This is a central objective for the totality of personnel programs within a Directorate but it will not be achieved if those programs are undertaken in a fragmented, uncoordinated fashion. Thus it is incumbent upon the SPRB to maintain an overview and to provide a coordinating mechanism for the Directorate programs.

TRAINING PROFILE FOR: __Reports Officer__   CODE NO: _____

2. PHASE: __Middle__ CODE NO: _____	3. DEVELOPMENTAL OBJECTIVES	4. ACTION COMPONENT	5. DEVELOPMENTAL TRAINING	6. FACILITY
	1. Executive development programs when deemed appropriate	OTR	"Midcareer Course"	OTR
	2. Preparation for rotation assignment to DDI or the Department of State for 3-6 months	OTR	"Intelligence Writing Technique Course"	OTR
	3. Preparation for rotation to a country desk in OCI. This should include area studies in some depth	OTR	*"Area Seminar - (name of country)"	OTR
	4. Update language skills	OTR	Language Learning Center, part time	OTR
	5. Update operational skills	OTR	*"Operations Seminar - (name of area)"	OTR
	6. Management training	OTR	*"Middle Management Counsel (GS 11-13)"	OTR
	7. Reinforce interest in area studies and political science through academic courses part time	OTR	"International Relations of Africa"	American Univ.

TRAINING PROFILE FOR: __ Reports Officer_____   CODE NO: _____

2. PHASE: Sabbatical CODE NO: _____	3. DEVELOPMENTAL OBJECTIVES	4. ACTION COMPONENT	5. DEVELOPMENTAL TRAINING	6. FACILITY
	1. Update on CIA and Intelligence Community	OTR	"CIA Today and Tomorrow"	OTR
	2. Preparation for rotational assignment to broaden perspective - one year to a DDI office, other government agency or university for an advanced degree	OTR	*"Representational Seminar" for employees going to assignments where they officially represent the Agency	OTR
			Master's degree, School of International Service	American Univ.
	3. Update language skills	OTR	Language Learning Center, part time	OTR
	4. Reappraisal orientation possibly towards retirement preparations	OP	*"A Second Career"	OP
	5. Liberal approval of time for personal counseling possibly on investments and savings	OP	*"Preparation for the Future"	OP

TRAINING PROFILE FOR: ___Reports Officer_____ CODE NO: _____

2. PHASE: Senior CODE NO: _____	3. DEVELOPMENTAL OBJECTIVES	4. ACTION COMPONENT	5. DEVELOPMENTAL TRAINING	6. FACILITY
	1. Management updating	OTR	"Advanced Management Program"	OTR
	2. Update language skills	OTR	Language Learning Center, part time	OTR
	3. Update Agency and Intelligence Community	OTR	"CIA Today and Tomorrow"	OTR

TRAINING PROFILE FOR: ___Reports Officer_____ CODE NO: _____

2. PHASE: Departure CODE NO: _____	3. DEVELOPMENTAL OBJECTIVES	4. ACTION COMPONENT	5. DEVELOPMENTAL TRAINING	6. FACILITY
	Retirement programs	OP	"Retirement Seminar"	OP

2 0 APR 1974

A SYSTEM TO IDENTIFY OCCUPATIONAL
AFFINITY GROUPS IN THE AGENCY

REFERENCE: PASG Memo of 30 November 1973 to DCI

BACKGROUND

Paragraph 8 of referent memorandum directs attention towards
ascertaining the feasibility of establishing a computerized system
for identifying employee groups having common functions or occupa-
tional specialties, i.e., along the lines of a modified Military
Occupational Specialty (MOS) System, to:

    a.   facilitate quick access to machine stored information
        about employees with certain qualifications or com-
        bination of qualifications, and

    b.   permit useful statistical comparisons of individuals
        in affinity groupings irrespective of location.

Hopefully, the advantages sought by this concept could be achieved by
modifying the existing programs relating to the Agency's Occupational
Code and Qualifications Records Systems. In this respect, however,
referent memorandum recognized the separate and distinct operations
of the Agency's Occupational Code System and the Qualifications Record
System and the incompatibility and inadequacies of the systems as
presently constituted to serve as a fully integrated vehicle to
achieve the purposes desired. Similarly, the experience of an early
coding structure (mid-1950's) which actually incorporated MOS codes
disclosed serious shortcomings to the use. Independent series defini-
tions and updatings by the military services created vexing problems,
inconvenience, and confusion in search and retrieval operations. These
same incompatibilities which are the result of the different applications
of systems among the services are attendant today. Therefore, in de-
termining the feasibility of establishing a system to accomplish the
purposes noted above, interest was concentrated on use of the Qualifi-
cations Records System.

STAFF AND PROPOSAL

The Qualifications Record System can be utilized to develop and
establish "Affinity Groups" which identify employees having common

2. Establish an appropriate Directorate panel structure and procedures to conduct, at least annually, the evaluation and ranking of professional personnel.

2. Present Office Career Services in the newly integrated Career Service should formally be redesignated as Career Sub-Groups which are authorized to retain their present structures and "designations" until the SPRB concludes that changes must be made to improve personnel management within the Service.

3. Provide the evaluation panels with uniform ranking criteria that will identify employees with the highest and least potential and those in between. Normally, those having the lowest rankings will have this fact made known to them.

3. Career Sub-Group representatives could make up a working study group serving the SPRB and tasked with the study of specific issues or problems relative to the development or dissemination of uniform evaluation criteria. (This process would occur after the SPRB review of current practices when it is in a position to make recommendations relative to establishing uniform criteria.)

4. Provide for periodic review by the Deputy of evaluation activities and results.

4. The SPRB should establish a schedule for briefing the Head of the Service on the results of evaluation activities for each Career Sub-Group.

5. In connection with Management by Objectives, the Annual Personnel Plan and the Personnel Development Program, establish Directorate-wide personnel objectives.

5. Individual offices within the Directorates and the DCI area should participate in developing action plans for implementing personnel objectives related to the APP, PDP and PASG. The SPRB should be the focal point for the development of these objectives and should be responsible for monitoring progress toward the attainment of these objectives.

6. Establish a program and criteria for the career management of super-grade personnel at the Directorate level.

6. The SPRB should oversee the operation of a program for the career management of supergrade personnel.

7. Create a Directorate-wide counseling program which, as a minimum, will provide for the counseling of employees as appropriate in the evaluation process. Also provide for a visible counseling source or sources that employees can go to on their own initiative in order to seek job assistance and career guidance.

7. Each Career Sub-Group should be directed to establish a counseling service. The CMO and specific members of career boards or panels within Career Sub-Groups should be designated as career counselors. Each career counselor should be provided training in counseling techniques. (OTR and PSS/OMS have developed a pilot course for this purpose.) The particulars as to the operation of the counseling service must be published and disseminated to all members of the Career Sub-Groups.

8. Organize logical groups, below Directorate level, on either a grade, function, program, etc., basis which, for their members, will implement the personnel policy guidances and instructions of the Directorate.

8. The need for changes in the present array of Career Sub-Groups can only be confirmed after further study and after the SPRB has become thoroughly familiar with existing structures. Special inter-Career Sub-Group panels could be established to assume cognizance and responsibility for employees in special categories should such be established after examination of occupational affinity groups by OP.

9. Establish Directorate standards for selecting candidates to attend senior schools or courses, including the requirement that consideration be given before the training as to how the trainees will be utilized after attending the schools or courses.

9. The SPRB should develop common standards and guidances as appropriate (OTR to provide technical support).

10. Establish Directorate policy and standards for approving external full-time and part-time training, including the requirement that consideration be given before the training as to how the trainees will be utilized after attending the schools or courses.

10. The SPRB should develop common standards and guidance after receiving input from each of the Career Sub-Groups (OTR to provide technical support).

ADMINISTRATIVE — INTERNAL USE ONLY

11. Establish minimum training stand-
ards for managerial positions and
for occupational positions or groups
when training is considered signi-
ficant for job performance and
employee development.

11. The Head of the Career Service
should require each Career
Sub-Group to develop training pro-
files for their managerial positions
and other occupational groups where
training is an integral element in
effective job performance and em-
ployee development. Following the
review of their rationale by the SPRB
they would be approved by the Head
of the Service. The PDP developed by
each Career Sub-Group should include
the establishment of training profiles
for specific employee groups (by grade
within occupational specialty).

12. Provide policy to facilitate
inter-Directorate transfers and
rotational tours.

12. SPRB to consider with staff support
from OP.

13. Establish procedures and provide
guidance for recommending Honor
and Merit Awards.

13. SPRB should be briefed by OP on
the past unevenness of standards for
granting such awards. SPRB could
task OP to develop proposals for
providing guidance to all components
within the Directorates.

ADMINISTRATIVE — INTERNAL USE ONLY

14. Provide a system for the annual review of supergrade personnel in Personal Rank Assignments, to effect corrective actions when needed.

15. Develop procedures to handle potential surplus cases, including the following elements: counseling, consideration for retraining and/or reassignment, and notification of surplus status.

16. Establish a uniform grievance procedure within the Directorate.

14. OP to provide periodic tabulations to the SPRB for review. The Board will consider corrective actions should such be required.

15. All Career Sub-Groups should examine, under the supervision of SPRB, their procedures for identifying and handling surplus personnel to insure they are consistent with Agency regulations and policies.

16. SPRB to review current procedures in use by the Career Sub-Groups, as may be necessary. The Board will direct that changes be made if necessary to insure that Agency regulations on this subject are being satisfied and that a uniform procedure exists with the Directorate.